

## APPENDIX C

### **Industrial Waste's Goals and Norms**

July 12, 2000

#### **IW Goals**

In the way that we do our work, we treat each other and our companies with consistency and fairness.

We know how to use our resources (internal and external) to find, minimize, and deal with discharges to the treatment plants.

We have effective meetings.

We have a clear and effective workplan each year.

We fully utilize our information systems.

#### **IW Norms**

We treat co-workers and customers with courtesy and respect. We speak and listen in ways that show we value each other's role and work.

We trust each other. We share our views with each other and remain open-minded in listening to the views of others. We give each other the "benefit of the doubt" when we have problems. We check assumptions.

We are team players. We put the needs of the team ahead of our own needs. We consult with each other and seek input on matters that affect others. We work as a cohesive section.

We keep management, co-workers, and customers informed about things that affect them.

We speak directly with co-workers when we have problems with them. We avoid "triangulation."

We seek, accept, and act upon constructive feedback. We give feedback courteously and respectfully. We compliment each other on jobs well done.

We meet our commitments to others.

We use our leave time constructively.

We are punctual; we start and end meetings on time.

We take responsibility for our actions. We admit when we have made a mistake.

We maintain confidentiality when appropriate.

We have fun and enjoy our jobs.

## **Professional Effectiveness**

We do quality work that employees and management can be proud of.

We do more than required.

We beat deadlines, especially to help a customer

We are able to set priorities when there is too much work to do.

We take a multi-media approach. We look beyond our own areas of responsibility and expertise.

We ensure process as well as content is correct. We ensure content as well as process is correct.

We balance political and technical issues. We understand the consequence of making decisions on purely technical grounds is that “politicians” take the decisions away from us and make them on purely political grounds.

We are excellent at oral and written communication. We use a minimum of bureaucratic and technical jargon when communicating with the public and our customers. (We represent the county, in fact we represent all government workers. Our goal as professionals is to improve the image of all government workers.)

We are pro-active. We have creative ideas and act on them. We propose new projects that help carry out the agency mission.

We are flexible and open to new ways of doing business.

We encourage well-thought-out risks.

We are productive and cost conscious; we respect our rate-payers’ money.

We make and sustain connections with other groups in and out of DNR.